# **Top 10 Accomplishments by Division**

City of Flagstaff Division Directors were recently asked to create a list of what they consider to be the "Top Ten" accomplishments of their respective Divisions over the past 10 years. These accomplishments exemplify the various ways in which the current Regional Plan has been implemented through City efforts over the past decade.

### **Economic Vitality**

- 1. All airport capital projects (as reflected thru ACIP, utilizing state and federal grants).
- 2. Increased BBB revenues as it relates to funding for the other work programs (i.e. economic development, tourism, beautification, recreation, arts/sciences).
- 3. Significant partner in the development of the High Country Conference Center.
- 4. Created Economic Collaborative of Northern Arizona (ECONA).
- 5. Gateway signage, 89A medians and other beautification projects, as well as community design projects (many of which emphasize sustainability and better reflect community character).
- 6. Sawmill (initially as a Brownfield project, and furthered through the efforts of CD staff).
- 7. Auto Park and Mall/Marketplace (not sure this truly makes the list, but expansion and redevelopment efforts noted).
- 8. Advancement of McMillan Mesa specifically NACET (business incubator) and hopefully the Science and Technology Park.
- 9. Motel/Hotel sign ordinance (i.e. no posting of rates).
- 10. Pending zoning code adoption by Council, specifically Heritage Preservation section.

## **Fire Department**

- 1. Fire Station Relocation and Bond Approval.
- 2. Completion of the "Greater Flagstaff Area Community Wildfire Protection Plan".
- 3. Adoption and implementation of the Wildland Urban Interface Code.
- 4. Establishment of area wildfire partnerships (Great Flagstaff Forest Partnership, Four Forest Initiative Ponderosa Fire Advisory Council).
- 5. Creation of a Special Operations Team (Hazardous Material Response, Technical Rescue).
- 6. Designated as an Arizona Department of Homeland Security "Anchor City and Rapid Response Team".
- 7. Implemented a Fire Fighter "fit-for-duty" program that includes employee wellness and an annual physical assessment process.
- 8. Established a joint City/County EOC and Adoption of a joint City/County Emergency Operations Plan.
- 9. Receipt of over \$2 Million in Homeland Security Grants for equipment, vehicles and training.

10. Successful outcomes to potentially disastrous wildfire and major incidents (Woody & Hardy, roof collapses, Helicopter crash, I-40 multi-car pile-up, train derailments, area flooding, tornadoes).

### **Flagstaff Municipal Court**

- 1. Case Management Improvements Significant efficiencies have been created in the management of cases as they flow through the court. We have reorganized our staffing structure and assignments, we have modified our calendar process and studied and worked at streamlining case processes through studies of interconnectivity and reductions in redundancy. The Judges have worked to improve their efficiency, by necessity, in order to handle triple the workload of just a few years ago. We have improved our management of juries by moving to an online and single notice process. Even as we have made these significant changes in our process we have managed to keep many of our most experienced and talented staff, despite the stress that working in the court environment produces.
- 2. **Expansion of Post-Adjudication Enforcement** The court has improved the effectiveness of judicial orders by establishing unique programs to enforce and follow up on these orders. These programs include:
  - a. Collections focusing on fines imposed by judges to make sure defendants pay as ordered.
  - b. Probation focusing on terms of probation including screening, counseling and other requirements.
  - c. Warrants focusing on those who fail to comply with judicial orders, compelling appearance.
- 3. **Strategic Planning Initiatives** The court, in cooperation with all the courts in the county, has established an ongoing 20 year planning process to direct the future of the judicial branch. This project began with Justice 2020 in 2001 and has continued with Justice 2025 and Justice 2030.
- 4. Coordination of Court Operations Formally established Inter-Governmental Agreements (IGAs) that implemented a number of programs including: Court Administration, Court Interpreter, Information Technology, Training, Warrant Entry Services, Criminal Justice Integration, Electronic Document Management Systems, Pre-Trial and Probation Services. Established the Criminal Justice Coordinating Council (CJCC), a group which coordinates much of the activity and planning among criminal justice partners within the county. We have improved our communication channels, both formally and informally, through entities such as the Felony Task Force, System Performance Committee, Behavioral Health Committee, etc.
- 5. **Establishment of Specialty Courts** Have established a Mental Health Court to work with those defendants who are mentally ill, and in coordination with Superior Court and DUI/Drug Court.

- 6. **Implementation of Security Process and Procedures –** Have added security to the courthouse that includes perimeter screening, video surveillance and emergency protocols. We have implemented a Continuation of Operation Program (COOP) to help keep court operations intact in the case of a disaster and have established a Memorandum of Understanding with Superior Court to provide mutual support in emergency situations. We have also started participation with emergency operations and training within the county.
- 7. **Training Programs** We have established an in-house joint training program that works for all courts providing new employee training, training on automation systems and ongoing training focusing on changes to systems and legal process. We have also been instrumental in the establishment of the Court Leadership Institute of Arizona (CLIA) that is developing advanced training for managers and leaders of Arizona's courts.
- 8. **Establishment and use of local fees** We have been able to put in place numerous local fees that have provided additional local control over the use of funds collected by the court and have funded numerous local initiatives that have benefited many of those that use court services.
- 9. Implemented effective collections process We have expanded our collection efforts for court ordered fines by dedicating staff positions to this process, partnering with the State in the Fines, fees and Restitution Enforcement (FARE) program, improved our follow-up and tracking process for cases in which money is owed and have created an automated work-flow for payment contracts to improve the management of defendant obligations to the court.
- 10. Automation Systems Expanded use of video systems for appearance in court and improved security; automation of our calendar system to better track use of courtroom time; the addition of specialized court staff for Information Technology implementation, changes and coordination; advances in integration of the court system with other criminal justice partners which has resulted in filing long form complaints electronically, an electronic citation web application and improved information sharing on probation clients; the implementation of hand-held citation writing units available to police officers in the field; and the implementation of digital recording of court events are some of the improvements that have positively impacted operations.

### Parks and Recreation

- 1. Parks and Recreation Organizational Master Plan (updating the 1996 plan).
- 2. Successful passage of a Bond Election in 2004 to design and build the Aquaplex; facility built in 2008.
- 3. Creation of partnerships and intergovernmental agreements to optimize the delivery of services to citizens to include: HASTC, CCCY, FACTS, FHA, Coconino County, FUSD, Peaks Senior Living Center, YMCA.

- 4. Implementation of efficient fiscal procedures to include: the initiation of a Scholarship Fund/Reduced User Fee process, Revised User Fee schedule, Credit Card processing, online registration, POS, and Installment Billing.
- 5. Creation of a Special Event Permit Packet to ensure City compliance on community wide special events.
- 6. Comprehensive ADA Study and issue mitigation at all recreational facilities.
- 7. Reconstruction of the Jay Lively Activity Center on time, on budget after roof collapse.
- 8. Development of a conceptual design for land use planning of McMillan mesa in cooperation with Open Space and Parks and Recreation Commissions.
- 9. Completed Adult Center renovation to include significant expansion (particularly to the fitness area) and improvements.
- 10. Transitioning of the Murdoch Recreational Center from a City-operated center to a successful non-profit service provider to meet community benefit and neighborhood need.

### Library

- 1. New Bookmobile -Replaced old worn out vehicles via grant money (and anonymous donor) funding, and expanded bookmobile programming throughout City and County including Adult Senior Living Centers for the first time. The City Coconino County Bookmobile is all-age focused, and the PALSmobile or Preschoolers Acquiring Literacy Skills is focused toward youth.
- 2. East Flagstaff Community Library Opened new eastside branch library space in Coconino Community College (CCC) building via a new partnership with CCC.
- 3. Opened a Teen Room in the eastside branch library and Teen and Tween Spaces in the main library.
- 4. Had a technology explosion in the libraries adding many new public access computers initially via Bill & Melinda Gates Foundation grant funded public use computers, software & training.
- 5. Initiated a library website, bumped up internet speed, provided wireless access to public.
- 6. Doubled IT staff, built server room enclosure and remodeled IT offices.
- 7. Increased youth programming, and added Adult, Teen and Tween programming, along with Books Clubs, computer workshops and one-on-one computer classes.
- 8. Building upgrades- Main Library flat roofs redone, and many windows replaced.
- 9. Library databases offered to the public accessible in building and at home via internet.
- 10. Made the Grand Canyon Library a branch to Main Flagstaff City Coconino County Public Library.

### Community Development

- 1. Zoning Ordinance
  - a. Amendments
  - b. Re-write

- 2. Design Review Guidelines drafting, adoption and implementation.
- 3. Engineering Standards Update
- 4. TND Ordinance "Best New Ordinance" award by Arizona American Planning Association
- 5. New Housing Incentive Policy
  - a. 23 new housing units (Clear Creek?)
  - b. 29 Sunnyside units ownership
- 6. Nexus Study
- 7. Building Code
  - a. Updates
  - b. Permitting cost study
  - c. Energy Code
- 8. Land Trust
- 9. Transportation
  - a. Plans
    - i. Regional Transit Master Plan
    - ii. Drafting, adoption and implementation of the Lone Tree Specific
    - iii. Safe to School
  - b. FUTS
    - i. Plan
    - ii. Development of 50 miles
    - iii.
- 10. Capital
  - a. Sunny Side HURF Capital Project Delivery
  - b. 4th Street Bridge
  - c. Quality Infrastructure Construction and Coordination

#### **Utilities**

- 1. Water Rate Increase
- 2. Wildcat Hill Wastewater Upgrades
  - a. Provide A+ Reclaimed Water
  - b. Looped RW System from Wildcat to Rio plant
- 3. Three additional Wells
  - a. Sinagua
  - b. Stonehouse
  - c. Ft. Tuthill
- Master Planning
- 5. Red Gap Ranch
  - a. Future Water Resources
- 6. Sunnyside Neighborhood Water & Sewer Infrastructure (2001-2008)
  - a. Support Regional Plans Goal LU1.7 Promote Infill and Redevelopment
- 7. Regional Plans Maintain and Restore Natural processes
  - a. Picture Canyon, Rio De Flag wetlands & Francis Short Pond

- 8. Installed water lines
  - a. Butler Avenue (Fourth Ave and Lucky Lane)
  - b. Ft Tuthill and Ponderosa Trail
  - c. Infrastructure for growth and development on SW side of City
- 9. Water Conservation
  - a. Water usage
- 10. Energy Conservation measures
  - a. Installed Co-Generation System at Wildcat WWTP
  - b. Installed Solar bees at Tanks and Lake Mary

#### **Human Resources**

- 1. Implemented an electronic method for tracking and reporting employee training completed and needed.
- 2. Expansion of pay plans to include broad band and skill based pay.
- 3. Addition of online services (applications, job descriptions, organization charts, pay plans, forms, policies, etc.)
- 4. Implemented an electronic method for processing personnel action forms.
- 5. Created a benefit specialist position within Human Resources to better serve City staff.
- 6. The number of successful placements during the reduction in force processes over the past three years.
- 7. Facilitation of an inclusive process to discuss a meet and confer ordinance.
- 8. Creation of a management orientation.

### **Public Works**

- 1. Converted operation of diesel fuel to Bio-diesel.
- 2. Thorpe Softball fields revamped sports lighting from a level 3 to a level 4 (less light pollution for the observatory).
- 3. Initiation of Chemical Deicing program.
- 4. Repaying major arterial roads, including:
  - a. Butler Ave.
  - b. Woodlands Village Blvd.
  - c. Cedar/Forest Ave.
  - d. Beulah Blvd.
- 5. Starting a methane gas mitigation study at the landfill.
- 6. Municipal & Business sustainability plans.
- 7. Worked with City Architect on replace or repairs to historic facilities such as:
  - a. Amtrak facility
  - b. Prosecutor's new offices
  - c. Milligan House
  - d. Theatriko's
- 8. Reconstructed Ice Rink to a LEED Silver after collapsing from snow storm.
- 9. Initiated residential glass recycling collection.

- 10. Renovation of existing parks, including:
  - a. Bushmaster Park added skate track
  - b. Foxglenn Park added soccer fields and BMX park
  - c. The Basin co-location of a drainage facility and a BMX park

#### **Finance**

- 1. 2000 Passed transportation tax in 2000 which established four distinct categories of funding to address transportation issues for the City
- 2. Bond elections
  - a. 2004 10 authorized projects for \$155 million
  - b. 2010 2 authorized projects for \$21.2 million
  - c. 2009 Increased the transit portion of the city transportation tax and extended it until 2020
  - d. 2010 Renewed city sales tax until 2024
- 3. Renewed BBB tax until 2028
- 4. Amended charter to increase minimum bid limit requirements to \$50,000
- 5. Voters authorized a permanent base adjustment to the expenditure limitation giving the city more permanent budget authority
- 6. Voters approved a new franchise agreement with APS
- 7. Survived the greatest economic recession of our generation and kept the City whole financially Mgmt Services can't really take credit for this one- this was an organizational effort

### <u>Flagstaff Police Department</u> (random order)

- 1. Co-location of Police department and Sheriffs Office. (This includes sharing of dispatch, records, IT, and building custodial services).
- 2. Development of Compstat. This is a program where departmental supervisory staff meet monthly to review computer statistics on crime and accident trends and develop monthly objectives to address hot spots. The program includes the addition of a crime analyst position, intelligence led policing, the dissemination of weekly crime reports, etc.
- 3. Interoperability. Pertaining mainly to our radio system, this allows Police personnel to communicate with CCSO, DPS, NAUPD, and surrounding fire agencies while in the field. The initiative is on-going and includes plans for a radio replacement in October, 2011, as well as a shared infrastructure with NAU. Interoperability also pertains to adding Mobile data Computers in the police cars about 5 years ago, and connecting those computers with our ILEAD records data base so officers can access records information in the field.

- 4. Reduction of Part I crimes. We have seen continuous reductions in Part I violent crimes over the course of the past 5 years in Flagstaff. We are down 9.3% in violent Part I crime in 2010 when compared with 2000.
- 5. "Every day is a training day". The department has strengthened officer training initiatives, to include in house training, the development of daily training via computer sign on, and most importantly, an increased concentration on ethics in policing.
- 6. Dispatch improvements. This includes an enhanced training program for dispatchers, the adoption of call takers, the emphasis on cross training dispatchers to work different radios 9fire, police, sheriffs, and the development of a quarterly users meeting).
- 7. Developing a paperless report system in records. Officers submit reports electronically, attachments are scanned into the computer, reports are "emailed" to stakeholders at the county attorneys office and city court, and officers are utilizing e-citations (electronic traffic citations where data is submitted to records, courts and MVD electronically).
- 8. Enhanced community policing initiatives. We have strengthened our walking and bicycle patrols, the Woods watch program, initiated Project 40 (a directed patrol effort aimed at reducing criminal activity committed by our serial inebriants). We have also created community support meetings, and developed MBO (management by objectives), where officers identify a specific project in their neighborhoods and work to address the root cause of criminal activity or quality of life issues. We have also improved our citizen survey program, and added online services allowing the public to make reports online, purchase reports, and query crime statistics in their neighborhood.